

AUTHOR INDEX

A

- ADLER RW Transfer pricing for world-class manufacturing (1), 69
 AHMED PK, HARDAKER G, CARPENTER M Integrated flexibility - key to competition in a turbulent environment (4), 562
 ALEXANDER M, YOUNG D *Brief case* Outsourcing: where's the value? (5), 728
 Strategic outsourcing (1), 116
 AYAS K Design for learning and innovation (6), 898

B

- BADEN-FULLER C, STOPFORD JM *Book review* Rejuvenating the mature business (3), 425
 BAETZ MC, BART CK Developing mission statements which work (4), 526
 BAGULEY P *Book review* Improving organizational performance - a handbook for managers (1), 125
 BAILEY B
 HARTE G
 SUGDEN R *Book review* Making transnationals accountable: a significant step for Britain (5), 740
 SUGDEN R *Book review* Transnationals and governments: recent policies in Japan, France, Germany, the United States and Britain (5), 740
 BAMFORD R, PHELPS B *Conference report* The first international conference on the dynamics of strategy (5), 736
 BANFIELD P, JENNINGS PL, BEAVER G Competence-based training for small firms - an expensive failure? (1), 94
 BART CK *see* BAETZ MC

- BEAVER G *see* BANFIELD P
 BERTHON P *see* PAGE M
 BESS JL *Book review* Creative R&D leadership: insights from Japan (6), 904
 BIGLER B A blueprint for regenerating firms (5), 652
 BIRCHALL D, LYONS L *Book review* Creating tomorrow's organization - unlocking the benefits of future work (3), 422
 BISHOP M, KAY J, MAYER C *Book review* The regulatory challenge (2), 259
 BOARDMAN AE, VINING AR Defining your business using product-customer matrices (1), 38
 BONN I, CHRISTODOULOU C From strategic planning to strategic management (4), 543
 BOOT R, LAWRENCE J, MORRIS J *Book review* Managing the unknown by creating new futures (3), 427
 BOSCHEK R Health care reform and the restructuring of the pharmaceutical industry (5), 629
 BRADFORD M *see* PICTON D
 BROCKLESBY J, CUMMINGS S Designing a viable organization structure (1), 49
 BROOKS I, REAST J Re-designing the value chain at Scania Trucks (4), 514
 BROUTHERS KD *see* VAN EENENNAAM F
 BROWN LR *Book review* State of the world. A Worldwatch Institute Report on progress towards a sustainable society (1), 127
 BURKE L, LOGSDON JM How corporate social responsibility pays off (4), 495

C

- CAMILLUS JC *see* GILMORE WS
CAMPBELL A *Brief case* Reviewing portfolio strategy (6), 892
CARPENTER M *see* AHMED PK
CARTER S *Brief case* Why strategic intent should drive relocation (2), 246
CHAE M-S, HILL JS The hazards of strategic planning for global markets (6), 880
CHAHARBAGHI K *see* NEWMAN V
CHATTTELL A *Book review* Managing for the future (4), 585
CHEN G *see* MILLS RW
CHO N How Samsung organized for innovation (6), 783
CHRISTODOULOU C *see* BONN I
CLARKE-HILL C, GLAISTER K *Book review* Cases in strategic management (2), 255
CLAXTON C Creating a global newspaper (5), 712
COLE K *Book review* Finding the time (1), 124
COLLIS DJ Corporate strategy in multibusiness firms (3), 416
CRAGG C *Book review* The new Taipans (2), 256
CRAIG S, JASSIM H *Book review* People and project management for IT (2), 257
CUMMINGS S *see* BROCKLESBY J

D

- DAGI TF *see* MATHE TF
DATTA Y Market segmentation: an integrated framework (6), 797
DAVIES A *Book review* The strategic role of marketing (4), 591
DAVIES H High IQ and low technology: Hong Kong's key to success (5), 684
DESCHAMPS J-P, RANGANATH NAYAK P *Book review* Product juggernauts: how companies mobilised to create a stream of market winners (1), 123
DUGGAN R Promoting innovation in industry, government and higher education (4), 503

E

- ELKINGTON J, TRISOGLIO A Developing realistic scenarios for the environment: lessons

- from Brent Spar (6), 762
ELLIS J, WILLIAMS D *Book review*
International business strategy (3), 423

F

- FIRNBERG D *Conference report* Creating the sustainable enterprise - staying competitive and staying alive (1), 121
FORBES III T *see* SPEKMAN RE
FREEDMAN N Operation Centurion: managing transformation at Phillips (5), 607

G

- GIBSON D, ROGERS E *Book review* R&D collaboration on trial (2), 256
GILMORE WS, CAMILLUS JC Do your planning processes meet the reality test? (6), 869
GLAISTER K *see* CLARKE-HILL C
GLAISTER KW *see* OGDEN S
GODET M, ROUBELAT F Creating the future: The use and misuse of scenarios (2), 164
GOOLD M *Brief case* The (limited) role of the board (4), 572
 Parenting strategies for the mature business (3), 358
 Parenting strategies for multibusiness companies (3), 419
GRAETZ F Leading strategic change at Ericsson (3), 304
GRAHAM P *Book review* Mary Parker Follett - Prophet of management: a celebration of writings from the 1920s (2), 259
GRATTON L Implementing a strategic vision - key factors for success (3), 290
GRIFFITH MW, TAYLOR B The future for multimedia - the battle for world dominance (5), 643
GROVER V *see* SEGARS AH
GRUNDY T Cost is a strategic issue (1), 58

H

- HALL W *Book review* Managing cultures: making strategic relationships work (5), 740

HAMILTON III RD, TAYLOR VA, KASHLAK RJ Designing a control system for a multinational subsidiary (6), 857
HARDAKER G *see* AHMED PK
HARTE G *see* BAILEY B
HATTEN K *see* MULLIGAN P
HEFFERMAN S *Book review* Modern banking in theory and practice (6), 905
HENDRY C *see* JENKINS R
HERACLEOUS L, LANGHAM B Strategic change and organizational culture at Hay Management Consultants (4), 485
HIGGINS JM Innovate or evaporate: creative techniques for strategists (3), 370
HILL JS *see* CHAE M-S
HORNBACK K Competing by design - the reshaping of the computer industry (5), 616
HUMES S *Book review* Managing the multinational (2), 425
HUTCHINSON C *Book review* Vitality and renewal: a manager's guide for the 21st Century (1), 126
HUTCHINSON C Integrating environment policy with business strategy (1), 11

I

ISABELLA LA *see* SPEKMAN RE

J

JASSIM H *see* CRAIG S
JENKINS R, HENDRY C *Conference report* The new deal in employment (2), 253
JENNINGS D Outsourcing opportunities for financial services (3), 393
JENNINGS PL *see* BANFIELD P
JOHNSTON M Strategy 'off the shelf' (3), 405
JOSE PD Corporate strategy and the environment: a portfolio approach (4), 462

K

KASHLAK RJ *see* HAMILTON III RD
KATZENBACH J, REAL CHANGE TEAM *Book review* Real change leaders (5), 741
KAY J *see* BISHOP M

L

LANE D, MAXFIELD R Strategy under

complexity: fostering generative relationships (2), 215
LANGHAM B *see* HERACLEOUS L
LASSERRE P Regional headquarters: the spearhead for Asia Pacific markets (1), 30
LAWRENCE J *see* BOOT R
LEIGH A, MAYNARD M *Book review* Leading your team (3), 427
LLOYD B Knowledge management: the key to long-term organizational success (4), 576
LOGSDON JM *see* BURKE L
LORANGE P Interactive strategies - alliances and partnerships (4), 581
LORENZ C *Obituary* (2).iii
LUO Y Evaluating the performance of strategic alliances in China (4), 534
LYONS L *see* BIRCHALL D

M

MACAVOY TC *see* SPEKMAN RE
McCANN III JE The growth of acquisitions in services (6), 835
McDERMOTT WB Foresight is an illusion (2), 190
McKERGOW M *Essay Review* Complexity science and management: what's in it for business? (5), 721
McMASTER M Foresight: Exploring the structure of the future (2), 149
McMASTER MD *Book review* The intelligence advantage - organising for complexity (6), 902
MATHE H, DAGI TF Harnessing technology in global service businesses (4), 449
MAXFIELD R *see* LANE D
MAYER C *see* BISHOP M
MAYNARD M *see* LEIGH A
MEAD R *Book review* International management: cross cultural dimensions (3), 424
METTLER P *Book review* Science & technology for 8 billion people - Europe's responsibility (3), 428
MILLER J *see* MULLIGAN P
MILLS RW, CHEN G Evaluating international joint ventures using strategic value analysis (4), 552
MILLS RW, WEINSTEIN B Calculating shareholder value in a turbulent environment (1), 76
MONTANHIERO L, OWEN G, REBELO E

Book review Public and private section partnerships in the global context (6), 905
 MORGAN GOULD R Getting from strategy to action: processes for continuous change (3), 278
 MORRIS J *see* BOOT R
 MORRIS RJ Developing a mission for a diversified company (1), 103
 MORRIS T *see* PINNINGTON A
 MOYER K Scenario planning at British Airways – a case study (2), 172
 MULLIGAN P, HATTEN K, MILLER J From issue-based planning to hoshin: different styles for different situations (4), 473

N

NAIR K *Book review* A higher standard of leadership: lessons from the life of Ghandi (4), 587
 NEWMAN V, CHAHARBAGHI K Strategic alliances in fast-moving markets (6), 850
 NICHOLS NA *Book review* Reach for the top (4), 590
 NORTHCOTT J Mapping the future for countries (2), 203

O

OGDEN S, GLAISTER KW The cautious monopolists – strategies of Britain's privatized water companies (5), 663
 O'MARA J *Book review* Diversity: activities and training designs (1), 125
 O'NEAL D, THOMAS H Developing the strategic board (3), 314
 OWEN G *see* MONTANHIERO L

P

PAGE M, PITT L, BERTHON P Analysing and reducing customer defections (6), 821
 PANT PN, RAJADHYAKSHA VG Partnership with an Asian family business – what every multinational corporation should know (6), 812
 PERROTT BE Managing strategic issues in the public service (3), 337
 PHELPS B *see* BAMFORD R
 PICKTON D, STARKEY M, BRADFORD M *Brief case* Understand business variation for improved business performance (3), 412

PILKINGTON A *Book review* Transforming Rover, renewal against the odds 1981–1994 (5), 738
 PINNINGTON A, MORRIS T Power and control in professional partnerships (6), 842
 PITT L *see* PAGE M

R

RAIMOND P Two styles of foresight: are we predicting the future or inventing it? (2), 208
 RAJADHYAKSHA VG *see* PANT PN
 RANGANATH NAYAK P *see* DESCHAMPS J-P
 REAL CHANGE TEAM *see* KATZENBACH J
 REAST J *see* BROOKS I
 REBELO E *see* MONTANHIERO L
 ROBBIE K *see* WRIGHT M
 ROBINSON GW Technology foresight – the future for IT (2), 232
 ROEBUCK C Constructive feedback: key to higher performance and commitment (3), 328
 ROGERS E *see* GIBSON D
 ROUBELAT F *see* GODET M
 ROYAL SOCIETY OF ARTS *Book review* Tomorrow's company: the role of business in a changing world (5), 743

S

SAXENA KBC Re-engineering public administration in developing countries (5), 703
 SEAGRAVE S *Book review* The Lords of the Rim (2), 256
 SEGARS AH, GROVER V Designing company-wide information systems: risk factors and coping strategies (3), 381
 SLAUGHTER RA *Book review* The foresight principle – cultural recovery in the 21st century (5), 739
 Foresight beyond strategy: social initiatives by business and government (2), 156
 SPEKMAN RE, ISABELLA LA, MACAVOY TC, FORBES III T Creating strategic alliances which endure (3), 346
 STACEY R Emerging strategies for a chaotic environment (2), 182
 STARKEY M *see* PICKTON D
 STONE M, WOODCOCK N, WILSON M

Managing the change from marketing planning to customer relationship management (5), 675
 STOPFORD JM *see* BADEN-FULLER C
 SUGDEN R *see* BAILEY B

T

TAMPOE M, TAYLOR B *Strategy software: exploring its potential* (2), 239
 TAYLOR B *see* GRIFFITH MW; TAMPOE M
 TAYLOR VA *see* HAMILTON III RD
 THEOBALD WF *Book review* *Global tourism: the next decade* (1), 126
 THOMAS H *see* O'NEAL D
 TODD J *Book review* *World-class manufacturing* (5), 742
 TRISOGLIO A *Book review* *Managing complexity, Working Paper 1 in the LSE Research Programme on Complexity* (4), 588
see also ELKINGTON J

V

VAN EENENNAAM F, BROUHERS KD
Global relocation: high hopes and big risks (1), 84
 VANDERMERWE S *Becoming a customer "owning" corporation* (6), 770
 VAZ P *The turnaround in BT's payphone business* (1), 24

VIELBA C *Conference report* *British Academy of Management (BAM) Conference 1996* (6), 895
 VINING AR *see* BOARDMAN AE

W

WALLACE D *Book review* *Environmental policy and industrial innovation: strategies in Europe, the US and Japan* (2), 258
 WEINSTEIN B *see* MILLS RW
 WELLS HG *Book review* *World brain* (4), 589
 WHITEHILL M *Foresight: Exploring and creating the future - introduction* (2), 146
Strategy foresight: the future of strategy research (2), 249
 WHITTINGTON R *Conference report* *Strategy as practice* (5), 731
 WILLIAMS D *see* ELLIS J
 WILSON M *see* STONE M
 WOODCOCK N *see* STONE M
 WRIGHT M, ROBBIE K *The investor-led buy-out: a new strategic option* (5), 691

Y

YOUNG D *see* ALEXANDER M

SUBJECT INDEX

A

Acquisitions

- benefits to service firms (6), 836; (6), 837
- challenges (6), 836; (6), 838; (6), 839
- and globalization strategy (6), 836; (6), 839
- and mergers in pharmaceutical industry (5), 637; (5), 638
- in service industries (6), 835
- Alliance with Asian family firms (6), 813; (6), 814; (6), 817
- Apple Computer Corp. (6), 797; (6), 798
- Asia Pacific markets, regional headquarters (1), 30

B

BBA Group (5), 695

Board

- appointing operating management (4), 574
- selection of members (3), 315
- as specialist advisors (4), 574
- strategic (3), 322
- strategy (3), 314; (4), 573
- Bolton report (1), 94
- Brainstorming (3), 372
- Brent Spar oil platform (6), 762; (6), 763; (6), 766; (6), 768
- Britain
 - in 2010 (2), 205
 - and Europe, future (2), 206
- British Airways, scenario planning (2), 172
- British Telecom (BT), payphone business turnaround (1), 24
- BTR (3), 359; (3), 360
- Business matrix (1), 43
 - industry analysis (1), 44
 - strategic group map (1), 45

- Business process redesign (4), 578
- Business process reengineering (BPR) (3), 406; (3), 407; (4), 519; (4), 520; (5), 704
 - and Viable Systems Model (1), 56
 - see also Public administration reengineering (PAR)
- Business strategy and environmental policy (1), 11; (1), 14
- Buy-ins, management (5) 691; (5) 692; (5), 693
- Buy-outs
 - investor-led (5), 691; (5), 692; (5), 694
 - management (5), 691; (5), 692; (5), 693
 - venture capital (5), 699; (5), 700

C

- Carterphone decision (2), 218
- Champion (3), 360
- China (4), 534
- Coastal Health Care Group Inc. (4), 457
- Coats Viyella (5), 696
- Compaq (6), 869; (5), 617; (5), 623; (5), 624
- Complex adaptive systems (2), 183
 - human effects on (2), 186
 - methods of studying (2), 184
 - properties (2), 184
 - simulation example (2), 185
- Complexity (6), 763; (6), 764
 - adaptation (5), 726
 - and economics (5), 724; (5), 725
 - and evolution of corporate culture (5), 722
 - and management (5), 725
 - stock market example (5), 722
- Computer industry
 - architectural franchise (5), 621; (5), 622; (5), 623
 - changes in business design (5), 616
 - effects of semiconductor performance (5), 621
 - market consolidation around standard technology (5), 620

- specialization (5), 617
 value chains (5), 617; (5), 618; (5), 625
 vertical integration (5), 616; (5), 617
 volume manufacturing (5), 621
Conglomeration (3), 416
Control systems (6), 858
 cultural distance model (6), 862; (6), 863
 economic risk model (6), 861; (6), 862
 political risk model (6), 860
 three dimensional model (6), 863; (6), 864; (6), 865; (6), 866
Cooper Industries (3), 360
Core competences (3), 411; (3), 416
Corporate restructuring
 investor-led buy-outs (5), 691; (5), 692; (5), 694
 management buy-ins (5), 691; (5), 692; (5), 693
 management buy-outs (5), 691; (5), 692; (5), 693
Corporate social responsibility (4), 495
 centrality (4), 496
 proactivity (4), 498
 specificity (4), 497
 strategic (4), 496
 value creation (4), 499
 visibility (4), 499
 voluntarism (4), 498
Corporate strategy and price-quality product segmentation (6), 801
Cost management
 financial management (1), 60
 operational management (1), 62
 strategic management (1), 59
Courtaulds (3), 360
Cultural web (4), 486; (4), 487
 Hay Management Consultants (4), 489; (4), 491
Customer
 defection (6), 822; (6), 823
 analysis (6), 826; (6), 827; (6), 828; (6), 829
 retention (6), 822
 marketing (6), 832
 value (6), 824
Customer relationship management
 components of relationship (5), 679; (5), 680; (5), 681
 importance (5), 676
 information technology (5), 681; (5), 682
 quality issues (5), 681
 stages (5), 676; (5), 678
 transparent marketing (5), 680; (5), 681; (5), 682
 see also "Owning" customers
Customer-product matrices (1), 38
Cycle
 convergence of climatic and economic (2), 197
 drought (2), 195; (2), 196
 effects on innovation (2), 198
 effects on management style (2), 200
 effects on new markets (2), 197
 effects on overseas trade (2), 198
 effects on politics (2), 198
 Juglar (2), 197
 Kitchen (2), 197
 Kondratieff (2), 196
 sun retrograde (2), 195
 sun-moon-earth alignment (2), 196
- D**
- Demerging** (3), 416
Department of Trade and Industry (4), 503; (4), 511
Derbyshire Building Society (3), 398
Deregulation (3), 305
Dialectic inquiry (4), 477
Digital Equipment (5), 616
Disney (3), 416; (3), 417; (5), 648
Diversification (6), 892
Divestment (5), 695; (5), 697; (5), 698
Downsizing, human resource strategies (2), 253
- E**
- Employment, downsizing** (2), 253
Environment-strategy matrix (4), 462
Environmental attractiveness (4), 463; (4), 464; (4), 465
Environmental policy
 and business strategy (1), 11
 and strategy (4), 462
Environmental strategy
 Excel Industries (4), 468; (4), 469; (4), 471
 Gujarat Alkalies and Chemicals Ltd (4), 466
 Harihar Polyfibers (4), 466
 Henkel-SPIC (4), 471
 Indo National (4), 466
 Konvekta (4), 467
 Southern Petrochemical Industries Corporation (4), 467

Wimco (4), 466
Ericsson Australia (3), 305
Europcar (4), 456
Europe and Britain, future (2), 206
European Partners for the Environment (6), 767

F

Feedback

benefits (3), 329
collecting (3), 332
and culture (3), 330
employee (3), 329
implementing (3), 331

Flexibility

advantages (4), 563
inputs (4), 564
Serco Systems Ltd (4), 567; (4), 568; (4), 569

Forecasting (2), 165

relative probabilities (2), 204

Foresight

belief in (2), 191
cost of (2), 161
creative (2), 208; (2), 209
failure of others' (2), 193
horizons (2), 216
imagination (2), 193
necessity (2), 162
as panacea (2), 192
predictive (2), 208; (2), 209
social change (2), 158
strategy (2), 149
strategy research (2), 249

Formal strategic planning (4), 475

Future planning for countries (2), 203

G

Gateway Technologies (4), 457

Generative relationships (2), 215

attributional shifts (2), 223; (2), 224
foresight horizons (2), 216
fostering generativeness (2), 229
relationship monitoring (2), 228
transformations (2), 220

Global newspaper

distribution (5), 716
market penetration (5), 713
organization and management (5), 718

printing (5), 713

technology (5), 712

Global relocation (1), 84

Dutch examples (1), 85

European (1), 85

management implications (1), 91

problems (1), 90

reasons for (1), 85

Globalization (1), 30; (4), 548

acquisitions (6), 836

Asian family business alliance (6), 812

multimedia (5), 643

multinational subsidiaries (6), 857

newspapers (5), 712; (5), 713; (5), 718

Samsung (6), 783

strategic control model (6), 858

strategic planning hazards (6), 880

Growth

developing nations (5), 685

OECD countries (5), 685; (5), 686

Growth Architecting (5), 653; (5), 654

H

Halifax Building Society (3), 399

Hanson, Lord (3), 416; (3), 418

Hay Management Consultants (4), 485; (4), 489

Headquarters, regional for Asia Pacific markets (1), 30

Health care costs (5), 630; (5), 631

Health care reforms

effects on pharmaceutical industry (5), 629; (5), 636

Europe (5), 635

USA (5), 633

Hong Kong

technical progress (5), 686

technology (5), 684; (5), 688

total factor productivity (5), 684; (5), 685; (5), 686; (5), 687

Hoshin planning (4), 478

I

IBM (5), 616; (6), 771

Ikea (4), 456

In-sourcing (3), 402

Information systems

architecture (3), 382

benefits (3), 385

enterprise analysis (3), 382; (3), 383
 implementation (3), 385
 logical systems design (3), 383; (3), 384
 planning (3), 382
 risks and coping strategies (3), 387; (3), 388; (3), 389; (3), 390
Information technology (2), 233
 in banking (4), 451; (4), 452; (4), 453; (4), 454
 client-server computing (2), 235
 customer relationship management (5), 681
 drawbacks (4), 454
 global expansion (4), 454
 health care services (4), 457; (4), 458
 mainframes (2), 234
 multimedia (5), 643
 network centric computing (2), 237
 PCs (2), 235
 reshaping the computer industry (5), 616
 in retailing (4), 455
Innovation
 education and industry (4), 510
 financing (4), 505
 government and civil service (4), 511
 industry (4), 504
 organizational design (6), 898
 project management (4), 508
 public perception (4), 511
 universities and industry (4), 506; (4), 509
 Innovation Unit, Department of Trade and Industry (4), 503; (4), 511
 Instrument Inc. (4), 458
 Integrated flexibility *see* Flexibility
 Integration (4), 565; (4), 566
 Intel (5), 617; (5), 618; (5), 622
 International Express (global newspaper) (5), 712
 International strategic alliance (ISA) (4), 534
 Investor-led buy-outs (5), 691; (5), 692; (5), 694
 Issue-based planning (4), 479

K

KKR (3), 417; (3), 418
Knowledge
 management (4), 576
 transfer (4), 577
 Kodak (4), 457

L

Laura Ashley (4), 456
Leadership (6), 892
 pluralist (4), 522; (4), 523
 Life-cycle analysis (6), 766
 Loughborough Building Society (3), 400

M

Management
 buy-ins (5), 691; (5), 692; (5), 693
 buy-outs (5), 691; (5), 692; (5), 693
 Market attractiveness (4), 463; (4), 464; (4), 465
Market segmentation (6), 798; (6), 799; (6), 804
 integrated framework (6), 807; (6), 808
 US toothpaste market (6), 804; (6), 805; (6), 808
Mature businesses
 corporate growth (3), 365
 opportunities for corporate parent (3), 359
 parenting pitfalls (3), 363
 Mauritius in 2020 (2), 206
 Medaphis (4), 457
 Mergers *see* Acquisitions
 Microsoft (5), 621; (5), 622; (5), 623
 Mind mapping (3), 374; (3), 375
Mission statement (1), 103; (3), 308; (4), 526
 Canadian companies (4), 528
 company philosophy (1), 109
 components (1), 104
 content (4), 528; (4), 529
 creating (4), 530; (4), 531
 customers (1), 105
 lack of (4), 529; (4), 530
 prevalence (4), 527
 products (1), 106
 reasons for (4), 528; (4), 530
 Scania (4), 515
 writing (1), 111
Multimedia
 broadcast and cable (5), 646
 film studios (5), 645
 internet (5), 648
 market trends (5), 644; (5), 645
 music business (5), 646
 on-line services (5), 649
 software (5), 647

N

National Vocational Qualifications (NVQs) (1), 96; (1), 98; (1), 100
Nestlé, Trenton Foods (3), 285
New South Wales State Rail Authority (3), 341
Newell (3), 417; (3), 418
NewsCorp (5), 648; (5), 650

O

Organizational design

foresight (2), 153
innovation (6), 898
learning (6), 899; (6), 900

Organizational structure (4), 564

Samsung (6), 784

Oticon A/S (3), 286

Outsourcing

activities for competitive advantage (1), 118

costs (5), 728
critical activities (1), 117
financial services sector (3), 393
growth activities (1), 118
information technology (3), 397
legal services (3), 397
non-strategic (1), 116
product distribution (3), 397
product portfolio development (3), 396
strategic (1), 116
strategies (3), 398
value enhancement (5), 729
where cultures differ (5), 730
"Owning" customers (6), 770; (6), 775
customer's values (6), 773
end users (6), 771
financing change (6), 778
implementing (6), 778; (6), 779
market spaces (6), 772; (6), 773
and marketing (6), 770
model concepts (6), 777; (6), 778
strategic alliances (6), 775; (6), 776; (6), 777

P

Parenting (3), 417; (3), 419

Partnerships

corporate planning (6), 845; (6), 846; (6), 847

strategic decision making (6), 844
and strategy (6), 842

Paternalism (4), 523

Payphones (1), 24

performance improvement (1), 28
quality of service (1), 26

Perstorp Components Inc. (3), 283

Pharmaceutical industry

acquisitions and mergers (5), 637; (5), 638
downsizing (5), 637
health care reforms (5), 629; (5), 636
managed care (5), 638

Philips Electronics (5), 607

Planning

future for countries (2), 203
issue-based (4), 479

Privatization of water supply companies (5), 663; (5), 664

Product

quality (6), 802
segmentation (6), 799; (6), 802

Product improvement techniques

morphological analysis (3), 377
Osborn's checklist (3), 376
VanGundy's checklist (3), 377

Product-customer matrix (1), 38; (1), 39
strategy (1), 46

Profitability (4), 553

Public administration reengineering (PAR) (5), 704

culture (5), 706

Housing Development Finance Corporation (5), 709

Indian Customs and Excise (5), 709

Indian Income Tax Department (5), 708

information technology (5), 706

organization structure (5), 705

strategy (5), 705

Public sector

customers (3), 343
stakeholder action matrix (3), 341
stakeholders (3), 338
strategic issues (3), 338

R

Reengineering *see* Business process

reengineering (BPR); Public

administration reengineering (PAR)

Regeneration

- behavioural change (5), 653
- empowerment (5), 654
- Relationship marketing *see* Customer relationship management
- Relationships, "loose-tight" (4), 523
- Relocation, strategic intent (2), 247
- Roles of regional headquarters (1), 31
- ROLM** (2), 218
 - convergence of computer and communications technology (2), 220
 - marketing strategy (2), 220
 - PBX manufacture (2), 218; (2), 219

S

Samsung

- globalization (6), 783
- history (6), 794; (6), 795
- organizational changes
- delaying (6), 785; (6), 786; (6), 788; (6), 789; (6), 793
- networking (6), 785; (6), 786; (6), 791
- operating teams (6), 784; (6), 786; (6), 787; (6), 792; (6), 793
- SAP A.G. (4), 458
- Saro-Wiwa, Ken (6), 763
- Scania (GB) Ltd (4), 515

Scenario

- developing (2), 173
- exploratory (2), 167
- normative (2), 167
- thinking (1), 79
- use and misuse (2), 164
- workshops (2), 174

Scenario planning

- British Airways (2), 172
- environmental issues (6), 762; (6), 764; (6), 767; (6), 768
- lotus blossom technique (3), 378
- Shell (6), 765
- "values shift" (6), 762; (6), 767; (6), 768

Serco Systems Ltd (4), 567

- core competencies (4), 568

Service businesses (4), 449

Shareholder value (1), 76

Shell (6), 762; (6), 765

Short-termism (4), 553

Siemens USA (4), 458

Size and survival (1), 121

Social responsibility *see* Corporate social responsibility

Software, strategy (2), 239

Sourcing

- building societies (3), 395
- markets (3), 394
- networks (3), 395
- vertical integration (3), 393

Specialization

- in computer industry (5), 617
- versus vertical integration (5), 617
- Statistical process control (3), 412; (3), 413; (3), 414

Storyboarding (3), 372; (3), 373; (3), 374

Strategic alliance (4), 519; (5), 649

- cable and telephone companies (5), 647
- in China (4), 534
 - nature (4), 535; (4), 536; (4), 537
 - performance (4), 539; (4), 540; (4), 541
- defensive (6), 851
- evolution (4), 582
- fast alliances (6), 852; (6), 853
- foreign entry strategies (4), 581
- implementing (3), 349
- integrated learning (6), 852; (6), 853
- knowledge leadership (6), 853; (6), 854
- life cycle (3), 351
- managing (3), 350; (3), 351; (3), 352; (3), 353

offensive (6), 851

planning (3), 348

protecting interests (4), 582

technology change (6), 852

Strategic assumption analysis (4), 477

Strategic change

- assessing progress (5), 612
- change wheel (3), 279
- communicating (3), 310
- communication (5), 611
- competitive advantage (4), 514
- counter culture (3), 282
- culture (4), 485; (4), 486
- Ericsson Australia (3), 305
- evaluating (3), 310
- implementing (3), 278
- leadership (5), 612
- mental tools (3), 308
- Oticon A/S (3), 286
- peer support (5), 611
- Perstorp Components Inc. (3), 283
- Philips Electronics (5), 610
- Trenton Foods, Nestlé (3), 285
 - value chain (4), 517; (4), 518
- water supply industry (UK) (5), 666
- Strategic corporate social responsibility (4), 496
- Strategic cost management (1), 58

process (1), 64
Strategic marketing planning (6), 881;
 (6), 884

disjointed (6), 885
 fine-tuning (6), 886; (6), 887; (6), 888
 inclusions (6), 882
 item analysis (6), 883
 process disruption (6), 881
 short-term (6), 885

Strategic planning

case studies (6), 875; (6), 876
 core business (4), 548
 culture (4), 547
 dialectic inquiry (4), 477
 formal (4), 475
 formalized (4), 544; (4), 545; (4), 546
 global corporations (6), 881
 globalization (4), 548
 hoshin planning (4), 478
 issue-based planning (4), 479
 marketing (6), 881
 non-formalized (4), 544; (4), 545; (4),
 546
 principles (6), 871
 applying (6), 873; (6), 874; (6), 875
 communication (6), 871
 inclusion (6), 871
 infrastructure flexibility (6), 872; (6),
 873

modularity (6), 872
 prototyping (6), 871
 win-win incentives (6), 872
 problem issues (6), 870
 strategic assumption analysis (4), 477
 Total Quality Management (4), 547

Strategic thinking

in complexity (2), 217
 creative imagination (2), 212
 culture (3), 409
 east-west differences (2), 210
 innovative (3), 408
 intelligent machine analogy (2), 210; (2),
 211

Strategic Value Analysis (SVA) (1), 76; (1),
 77; (4), 554

Chinese organization (4), 556; (4), 557
 joint venture evaluation (4), 555; (4), 558;
 (4), 559

profits/earnings use (4), 553

Strategic vision

factors of strategic impact (3), 291; (3), 294
 implementing (3), 290
 risk factors (3), 294; (3), 299

Strategy

board members (3), 314
 corporate (6), 801
 environmental policy (4), 462
 foresight (2), 249
 formulation techniques (3), 372
 global (4), 449; (4), 450
 innovative (3), 370; (3), 371; (3), 372
 partnerships (6), 842
 practice implications (5), 732; (5), 733; (5),
 734

product improvement techniques (3), 376;
 (3), 377

relocation (2), 246
 research implications (5), 734
 scenario planning techniques (3), 378
 software (2), 239; (2), 240; (2), 243
 teaching implications (5), 733

Structure of the future (2), 151

Subsidiary

multinational (6), 857
 control systems (6), 858
 Succession management (6), 813; (6), 815; (6),
 816

Sustainability (1), 11; (1), 13

challenge (6), 764
 development (6), 763; (6), 766
 environmental debate (6), 763
 Shell scenarios (6), 766

T

Technology (4), 564

in banking (4), 451
 change (2), 150
 foresight (2), 232
 global expansion (4), 450
 health care services (4), 456
 Hong Kong (5), 684
 market consolidation around standard (5),
 620; (6), 798; (6), 806
 retailing (4), 455

Telecom (NZ) Ltd, organizational structure
 (1), 52

Texas Instruments (6), 869; (6), 876; (6), 877

TI Group (5), 696

Total Quality Management (4), 547; (5),
 611; (6), 871

Training

competence-based (1), 94
 managerial skills (1), 95
 Training and Enterprise Councils (TECs) (1), 96;

(4), 512

Transfer pricing (1), 69

implications for managers (1), 73

strategic dimensions (1), 70; (1), 71

Trenton Foods, Nestlé (3), 285

U

US telecommunications liberalization (2),
218

V

Value System Process Reengineering (VSPR)
(4), 520

Venture capital (5), 699; (5), 700

Vertical integration (5), 616; (5), 617

Viable Systems Model (VSM) for organizational
change (1), 49

Vision statement (3), 308

W

Wal-Mart (3), 418; (4), 455; (4), 456

Water supply industry (UK) (5), 663

corporate restructuring (5), 670

diversification (5), 664; (5), 665; (5),
668; (5), 669

international business (5), 667; (5), 670

privatization (5), 663; (5), 664

strategic change (5), 666

waste management (5), 666